



Calgary Homeless
Foundation

2005

Annual Report



MISSION STATEMENT

Values

To preserve the dignity of an individual to have a place to call home, a place that is adequate, accessible, safe and affordable.

To foster respect for the homeless.

To work in collaboration with the Calgary community.

To advocate social responsibility to address homelessness issues.

Vision

Calgarians will have access to housing where they feel safe and secure.

Mission

To serve as a community partner in identifying the causes of and solutions to homelessness.

To develop plans, in conjunction with all aspects of the community, that will provide access to housing for the homeless in Calgary.

To provide leadership and focus to address homelessness issues in Calgary.

To raise such funds as may be necessary to achieve our Mission.

Relationships with Other Agencies

It must be understood that we are not a substitute or duplication of the many care givers and agencies who have been dedicated to helping the homeless in Calgary for many years.

We are committed to working with and assisting these agencies.



“Through the work of our fundraisers at the Foundation and the collaborative funding process led by our Community Action Committee, over eighty million dollars has been invested in our community.”

Road construction – it’s the bane of every commuter in Calgary. In every quadrant of the city, all year round, crews are working to alleviate the bottlenecks that our rapid expansion has created.

Calgary is experiencing a tremendous economy. Jobs are plentiful, real estate is off the charts, the money is flowing and experts say there’s no sign of slow down. Alberta’s prosperity is like a neon light attracting people from all over the country. But what does all this growth mean to our city? What other ‘bottlenecks’ are being produced?

The profound change to our city impacts greatly our work at the Calgary Homeless Foundation. The increasing costs associated with every phase of acquisition and construction of new affordable housing, combined with a shortage of available land, has made it apparent that affordable housing issues are climbing toward a crisis point in Calgary. When you add to that growing numbers of people using homeless shelters, the lowest vacancy rates in decades, and the rising cost of living, the bright light over the city starts to dim.

I have heard it suggested that these issues come with the territory; Calgary is a big city now and some people will just fall through the cracks. I reject that attitude whole-heartedly. Estimates are that one third of those living at emergency homeless shelters could be transitioned into independent living situations within thirty days if affordable accommodation existed for them. These are productive, working members of our society relegated to living in a shelter because there is simply nowhere for them to move on to. Demand exceeds supply. It’s a bottleneck, but one the Calgary Homeless Foundation is committed to clearing.

In June 2006 I will step down as Chair of the Board of the Calgary Homeless Foundation. It is a position I have held since 1999, but I have been involved with the Foundation since its inception. I have been fortunate to be part of grow-

ing the Calgary Homeless Foundation from an idea and a concept, to a nationally recognized leader of public and private partnerships and collaborations in addressing homelessness issues.

Through the work of our fundraisers at the Foundation and the collaborative funding process led by our Community Action Committee, over eighty million dollars has been invested in our community. Together we have realized more than 156 projects, the provision of emergency or transitional housing for approximately 1300 individuals and families in our city, and enhanced support services to many additional homeless populations. Our work has given us a better grasp of the issues surrounding homelessness and that brings our vision of ‘a path out of homelessness’ into sharper focus. We have developed relationships with policy makers and we have raised public awareness.

In the past year, we have celebrated many successes, each one highlighted in our annual report. Of particular note, Bev Longstaff, our Affordable Housing Coordinator, has continued her work establishing a not-for-profit housing corporation. Recent funding commitments from the City and Enbridge Inc. will see the Calgary Community Housing Development Corporation become a reality in 2006.

The Calgary Homeless Foundation has come a long way since 1998, but we have not yet achieved our vision: ‘Calgarians will have access to housing where they feel safe and secure’. So what are the next steps as we navigate the path?

The future successes of the Calgary Homeless Foundation, and the thousands of Calgarians we serve, are directly tied to the work we do this year. The Foundation has cultivated a strong volunteer corps and we are grateful for the great understanding and support shown to us by Calgary’s faith community. However, joint federal and provincial funding programs are coming to an end, yet the issues the Foundation faces are so

MESSAGE FROM THE PRESIDENT AND C.E.O.

Future Priorities

Over the next year the Calgary Homeless Foundation will respond with a focus in the following areas:

1. Government relations – The Foundation will continue to provide information and other educational and briefing materials to political representatives and senior decision-makers in the Municipal, Provincial and Federal Governments. While community agencies can take the lead role in providing facilities and delivering programs to address homelessness, they need significant support from governments to do so. Securing these long-term commitments will be a primary goal of the Foundation in the next year.
2. Affordable housing – Continued support for the successful creation of The Calgary Community Housing Development Corporation, to facilitate an increase in the supply of affordable housing.
3. Agency Community Relations – During the past year, a detailed review and discussion around the roles and responsibilities of the Foundation and the Community Action Committee has occurred. Implementation of the recommendations will strengthen the working relationship between the Foundation and the Committee.
4. Relations with Supporting Communities Partnership Initiative (SCPI) communities beyond Alberta – The Foundation believes homelessness and the lack of sufficient affordable housing are national problems requiring the active involvement of the Federal Government. We will therefore build on our current close cooperation with six cities in Alberta, who participate in the National Homeless Initiative, to work on a national effort to demonstrate the need for federal leadership.
5. Business community relations – Support from the business community can be very influential in government decision-making. Calgary has achieved a greater degree of involvement between our business community, individual agencies, and the Homeless Foundation than other major cities, however ongoing effort is required to maintain and increase this level of support.

Volunteers and Staff

Each year we remark on the debt we owe to our talented and loyal volunteers who have responded to the invitation to make a difference to our community. From the diverse and highly skilled members of our Board and staff, to event organizers, ticket sellers, fundraisers and over one hundred committee

members serving on our core committees, we have an unparalleled group of passionate supporters. Our continued success depends on the energy, knowledge and commitment of our volunteers. Thank you all.

John Currie, CM

John Currie has been an integral part of the Foundation. As he steps down at the June 2006 Annual General Meeting, it is appropriate to reflect on his contribution to the Foundation and to the community effort to respond to homelessness.

When John became Chair of the Foundation in 1999, homelessness had a much lower profile than it does today. The focus of new activity in Calgary was the capital projects proposed by the Calgary Drop-In Centre and the Salvation Army. John supported both projects and over the years has provided encouragement and support to dozens of additional agency projects and initiatives that have made a significant difference in our community.

John's achievements during his tenure are numerous and include leadership in the development of the Housing Registry Network, the Calgary Community Land Trust, the Rent Bank, and the Funders Table, to name only a few. While he is proud of the accomplishments of the Foundation, he has always been very aware that the role of the Foundation is to work closely with front-line agencies to expand the capacity of the community to prevent and respond to homelessness. He feels strongly that those blessed with good fortune have an obligation to give back to the community, and he leads by his own example. His legacy will live on through the continuation of the programs he has championed and the many Calgarians who benefit from the units of shelter, transition housing and affordable housing that have been created by the Calgary Homeless Foundation and our partners during his chairmanship.

On behalf of myself and the Foundation staff, we wish John all the best in his future endeavours.



Terry Roberts
President and C.E.O.

DONORS

Susan Johnson
 Terry Johnson
 Vasilia Kachmarski
 Shelley Kaminski
 Robin Kidd
 Bill Kilbourne
 Judy Kilbourne
 Ken King
 Komex International Ltd.
 Gail Ksienski
 Janet Kuzik
 Bonnie Laing
 David Lake
 Margaret Loughton
 Brian Lavergne
 Bonnie Laycock
 Lesley Lee
 Demitrias Leonidas
 C. Derek Lester
 Nancy Lever
 Linvest Resources Corp.
 Derek Lloyd
 Marcia Lyons
 Colin MacDonald
 Sheilah Macdonald
 Margaret MacGougan
 Patricia Makah Energy Inc.
 Mancal Energy Inc.
 Barbara Markman
 John Martin
 Judy Martin
 Collin Marx
 Matrix Solutions
 Anne Maxwell
 Teresa Mayan
 John McCarthy
 Ken McCullough
 Susan McDonald
 Judy McKnight
 Lorraine McLean
 Keith McLeod
 Isabelle McMillan
 Linda Meerveld
 Peter & Pat Menzies
 Sandra Moreland
 Michael Morin
 Nan Morrison
 Suzanne Mort
 Mustard Seed Street Ministry
 (The Seed)
 Pat Nelson
 Karen Nesbitt
 Nexen Inc.
 Lorna Nicol
 Dr. & Mrs. J.A. Noakes
 NuVista Energy Ltd.
 Gretel Oehler

Anne O'Leary
 Brian O'Leary
 Tanya Olivia
 John Osler
 Bill Overend
 Danny Painchaud
 Paramount Resources
 Barbara Patching
 PCL Construction Management Inc.
 Penn West Petroleum Ltd.
 Peters & Company Limited
 Stacey Petersen
 Petrofund Corp.
 Joanne Phillips
 Cathy Pitts
 Prudential Toole Peet & Co. Ltd.
 Denise Punt
 A. Kirk Purdy
 Qualico Partnership
 Marie Rajic
 George Rausch
 Fred Rea
 Diane Reid
 Erika Ringseis
 Lorne & Margaret Roberts
 Dave Rodney
 Bonnie Rothwell
 Bruce Rothwell
 Lorraine Royer
 Andrew Rozdilsky
 Larry Ryder
 Alan Scheibner
 Ian Schofield
 Diana Segboer
 Kurt Seredynski
 Inez Shaver
 Sheritt International Corporation
 John Shortridge
 Clarice Siebens
 Gary Silbernagel
 Cynthia Simeon
 Arthur Smith
 Paul Smith
 SNC LAVALIN Inc.
 Joan C. Snyder
 Linda Sparks
 Stantec Consulting Inc.
 Charlene Stanway
 C. & J. Stapleton
 D. Michael G. Stewart
 Lesley Stimson
 Storm Exploration Inc.
 Sandy Stourenburg
 Barrie I. Stafford and
 Associates Ltd.
 David Swann
 Darlene Switzer-Foster

T.E. Financial Consulting Ltd.
 Lynn Tanner
 John Tapics
 Teamsters Local Union No. 362
 Sheila Telford
 Betty Thompson
 Gerry Thompson
 William Thomsen
 Troy Real Estate Ltd.
 University of Calgary
 Outdoor Centre
 Roland Valentine
 Paul Van Ginkel
 Debra Vautriet
 Darcy Verhun
 Veteran Resources Inc.
 Tim Wade
 Bob Wallace
 Wallace & Carey Inc.
 Karen and Aidan Walsh
 Alan Watts
 Paul Webber
 Monica Westman
 Richard White
 White Fire Energy Ltd.
 Carrie Willemsen
 Steve Windlinger
 Peter Wittig
 WMC Management Services
 Alberta Ltd.
 Brian Woodrow
 Agnes Woznow
 Dusty Woznow
 Ronald Yager
 Arlene Young
 Michelle Zima

Unsung Heroes

The Battistella Family
 Rob Bergevin
 Michel Bourque,
 Burner, Duckworth & Palmer LLP
 Sandy Cameron
 City Probe Magazine
 Rick Clark,
 Clark Inspection Agency Inc.
 Barb Ferguson
 Jebb Fink
 Lenny Gable,
 Telus Convention Centre
 Bill Gibbons,
 Canada Post
 J.B. Groves
 Thomas Ha,
 Troy Environmental Consulting
 Barb Hames

Scobey Hartley,
 Linvest Resources
 Craig Hill,
 Burner, Duckworth & Palmer LLP
 Linette Kelly
 Kate Kupchak
 Annette Lambert,
 Burner, Duckworth & Palmer LLP
 Premier Ralph Klein
 Derek Lester
 Cyril Lewis,
 Calgary Marriott Hotel
 Beverley Mahood
 Joe Massey,
 Floen & Sloan Appraisals
 (1995) Ltd.
 Denise McMullen,
 Burner, Duckworth & Palmer LLP
 Dianne Mitchell,
 Mitchell Design Group
 McDougall Centre Personnel
 Southern Alberta Office
 of the Premier
 Brian Olson
 Royal Bank of Canada
 Ken Stewart
 Burner, Duckworth & Palmer LLP
 Tom Stuart,
 Big Rock Brewery
 Peggy & Harrington Telford,
 greengate Garden Centres Ltd.
 Peter Weys,
 Bridge Brand Foods
 United Way of Calgary and Area
 Volunteers & Dinner Teams,
 Calgary's Homeless Shelters
 Paul Webber, Mediaco
 United Way of Calgary and Area

PROJECTS

During the 2005-2006 fiscal year, the Calgary Homeless Foundation and its funding partners, the Government of Canada (National Homelessness Initiative) and the Government of Alberta (Alberta Seniors) were pleased to fund the following capital projects for Calgary's homeless serving agencies.



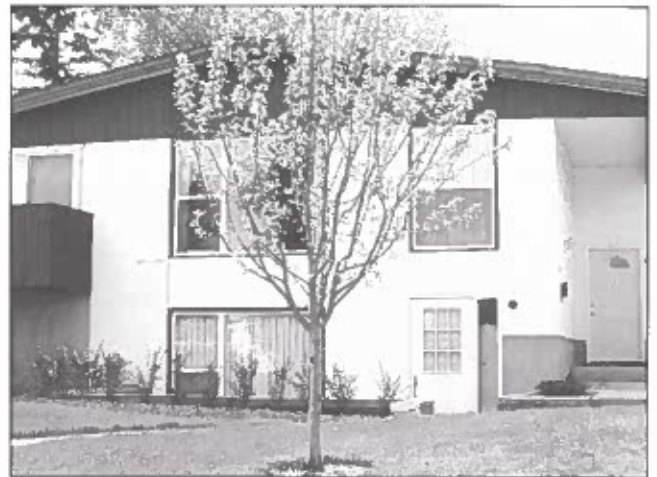
CALGARY CATHOLIC IMMIGRATION SOCIETY

With the assistance of our volunteer realtors, CCIS was able to capitalize on a real estate opportunity, acquiring an apartment building in the lower Mount Royal area to be utilized by their clients – new immigrant families.



MÉTIS CALGARY FAMILY SERVICES

2005 saw the flow-through to MCFS of the final corporate funding commitments to the Huntington Hills, Rainbow Lodge Project.



WINDSOR PARK RESIDENCE

The Foundation was able to take advantage of a wonderful real estate opportunity and acquired a 10-bedroom group home with existing municipal approvals in place. The Calgary John Howard Society will soon take ownership of the property, providing a pilot program for street-involved youth.



FRESH START RECOVERY CENTRE

Fresh Start acquired a large five-bedroom residence adding capacity in their post-treatment residential facilities for their clients recovering from addictions.

PROJECTS



SIMON HOUSE

In 2004, the Foundation assisted Simon House to acquire a large residential lot adjacent to their existing facilities in the community of Bowness. In 2006, the Foundation was pleased to fund the construction of the new 29-bed, residential treatment facility.



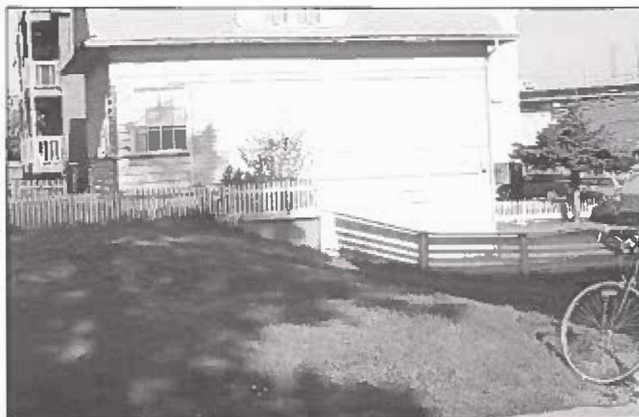
KOOTENAY LODGE

The Foundation was instrumental in acquiring a building now owned by the Calgary Community Land Trust. The building will be renovated and provide ten bed/sitting rooms for Aboriginal persons with serious physical disabilities.



THE CLUBHOUSE SOCIETY

In 2006, the Clubhouse Society was able to acquire an additional 11-unit apartment building which fulfilled their request for additional bachelor apartments for their clients living with mental illness.



CALGARY JOHN HOWARD SOCIETY

The Foundation has assisted John Howard to acquire adjacent properties upon which to develop a new half-way house to replace Bedford House.



STOREHOUSE 39-3-10 PROJECT

The Foundation is assisting three organizations in the acquisition of a 48,000 sq. ft. combination warehouse/office building to provide programs to prevent and respond to homelessness.

COMMITTEE REPORTS

to explore, in collaboration with funders, strategies to maximize staff sustainability.

In order to capitalize on the opportunities the future will bring, the Community Action Committee has developed a set of strategic priorities that will guide our work and direction in the coming year. These priorities have been developed through the collective efforts and contributions of the Implementation Team, the Research Steering Committee, Sector Council, and CAC, and will include an emphasis on comprehensive evaluation, implementation of community-based research findings, and long-term forecasting of the impact of contextual factors on homeless populations and the homeless service sector in Calgary. In addition, the CAC has undertaken a range of collaborative initiatives that will focus on facilitating collective community action on pressing issues affecting homeless populations, service providers, and the broad community of public stakeholders.

We are committed to advancing the implementation of the key priorities laid out in the Calgary Community Plan 2004-2008 and look forward to work in the next year. The Community Action Committee extends its thanks and appreciation to all members and the many community partners whose contributions, commitment, and vision make the spirit of collaboration a reality everyday.

Facilities and Accommodation Committee

Co-Chairs Members

David McIlveen and Derek Lester
Mike Coyne • Mike Fleming • Rick Fuller
Eric Horvath • Ralph Hubele • Richard Lewis
Bernadette MacDougall • Kent Morelli
Fred Schickendanz (ret.) • Tim Sommer
Sano Stante (ret.) • Phil Wazonek
Barbara Wilkinson

Staff Support

Martina Jileckova and Sharyn Brown

The Facilities and Accommodation Committee continues to provide agencies with real estate advice and assistance in bringing their housing projects to completion. In the past year, the committee and staff worked with 15 agencies on various capital projects; 62 new beds have been created and more projects are in the development stages.

Last year's target of 200 new transitional housing units has not been met due to the continued challenges in the areas of operating dollars, planning approvals, and the capacity of agencies to take on more housing projects. Locating properties and sites has proven particularly challenging in the hot real estate market that Calgary has been experiencing, as non-profit agencies compete with the private sector for buildings and sites. With the increasing land and real estate prices, affordability of housing will continue to be a major issue that faces Calgary.

In addition to assisting homeless-serving agencies with real estate needs, the committee also gives advice on funding allocations to the Board of the Calgary Homeless Foundation and plays a role in the Collaborative Funding Process, providing advice on capital proposals to the Sector Council and the Funders Table.

Fundraising Committee

Chair Members

Bill Kilbourne
Robert Baldauf • Trish Cameron • Karen Coe
John Currie • Lauchlan Currie • Doug Davidson
Catherine Evamy • Stephanie Felesky
Randy Findlay • George Gosbee • Kevin Gregor
Evan Hazell • Terry Johnson • Sam Kolas
Gunther Kruger • Alex Lemmens • Derek Lester
Brian O'Leary • Brian Olson • Alex Pourbaix
Terry Roberts • Barb Sturdy • Gord Tallman
Darcy Verhun • Chris Wallace

Staff Support

Dana Seiffert

The Calgary Community Plan for 2004-2008, the Calgary Homeless Foundation Board and the Foundation's Business Plan set a demanding challenge to the Fundraising Committee for 2005 – 2006.

Our previous significant achievement, the Bob Ward Residence, now serving the mental health sector and persons with brain-injuries, presented an impressive model for a proposed new project. The Inglewood Residence will provide much needed housing for families, individuals, mental health patients, low income seniors and the brain-injured. Unfortunately, a delay in obtaining City of Calgary permits and licenses has affected construction timelines and our fundraising success to secure a further \$4M from the private sector to complete the project. The Calgary Homeless Foundation and our partners in this project, the Calgary Home Builders Foundation and Horizon Housing Society will continue to pursue the required permits. Unexpected challenges and environmental assessment requests remain ahead before construction can commence.

New members and a renewed commitment by active volunteer fundraisers are required. Fundraising for this important project, as well as several other shorter term projects is underway.

CALGARY COMMUNITY LAND TRUST

"Housing Calgarians now...and in the future."

Chair	Brian P. O'Leary, Q.C.
Vice Chair	Dennis Bathory
Vice Chair	Gael MacLeod
Secretary/Treasurer	Anthony F. (Tony) Mitchell
Board Members	John Currie, CM • Tom Dixon Ralph Hubele • Bonnie Jones Brad Krizan • Derek Lester Peter Salmon • Alan Scheibner Eric Stewart • Darlene Switzer-Foster Paul Taylor • Janet Willson

2005 was a breakthrough year for the Land Trust. At the beginning of the year, we had one project under construction and one potential land donation under negotiation. Now, we have four housing projects underway! Each of these projects, in one way or another, represents significant "firsts" for the Land Trust.

Our first housing project – Sun Court in Dover – is nearing completion. All 27 families will be happily enjoying their new homes by the end of this summer. It has been a wonderful experience for our Board and staff to be a part of this project and to watch each of the families as they receive the keys to their new homes and share with us how much becoming a first-time homeowner means to them. The property was donated by the Government of Canada through a land swap with The City of Calgary.

We are also in the process of developing our second project with Habitat Calgary – a 12 unit townhouse development in Capitol Hill (again for low-income families). This project is significant in that it is the first project where the land was donated to us by a corporation (Home Depot Canada Inc.) with additional financial support from the daughters of the late Leo and Goldie Sheftel and the development industry (Hopewell Residential Communities, Qualico Developments West Ltd., and UDI – Calgary). The Willow Park Classic Golf Tournament Committee is also supporting the partnership between the Land Trust and Habitat by selecting this project as

the beneficiary of the proceeds from the upcoming July 2006 tournament. This is a major achievement for CCLT, both in terms of fundraising and profile building.

In March of this year, the Land Trust acquired a property in Martindale to be named Kootenay Lodge, which will provide supportive and transitional housing for homeless persons and persons at risk of becoming homeless due to severe mobility challenges. Kootenay Lodge is being developed in partnership with the Canadian Paraplegic Association (Alberta), who will manage both the building and its operations. This is the first rental housing project for the Land Trust and the first project that specifically supports homeless people. The property was purchased through the financial support of the Calgary Homeless Foundation, the Government of Canada and the Province of Alberta. A special thank you goes out to the Aboriginal Standing Committee on Housing and Homelessness both for spearheading this project and for bringing it to the Land Trust!

The faith community has also stepped forward in support of the Land Trust. Lakeview United Church organized its own Congregation, as well as several other local Congregations, to donate their individual prosperity bonuses to the Land Trust. This initiative resulted in several large donations to the Land Trust.

Our fourth housing project is being developed in partnership with the Holy Cross Anglican Church – again in Capitol Hill. The Church is currently exploring the redevelopment of its site to incorporate two separate but integrated housing projects – one for seniors; the other for low-income families. This will be the first time the Land Trust has partnered directly with the faith community to develop affordable housing. We are hopeful that the success of this project will encourage other Church Congregations to consider partnering with the Land Trust.

The Land Trust wishes to formally thank our many donors and supporters. It is through their kindness and generosity that we are ensuring Calgary will always have affordable housing for low-income households. A special thank you also goes to all the volunteers on our Board who have helped us achieve these great successes. We look forward to sharing many more achievements with you in the coming years!

THE CALGARY COMMUNITY HOUSING DEVELOPMENT CORPORATION

In November of 2003, the Calgary Community Plan identified a target of developing 400 units of affordable, non-market housing per year in Calgary. In May of 2006, the Calgary Homeless Foundation and the Calgary Community Land Trust approved the incorporation of the Calgary Community Housing Development Corporation (CHD).

This non-profit housing corporation will be charged with the responsibility of partnering with all levels of government, the private sector and other agencies to develop affordable housing in Calgary.

An initial feasibility study was completed in May 2005 and accepted by the Calgary Homeless Foundation's Board of Directors. Mr. Jim Dewald has agreed to Chair the CHD and is in the process of selecting key business leaders to sit on the Board of Directors. A Development Council comprised of housing and development experts will also be formed and will provide expert support to the CHD.

The CHD is in the process of seeking \$500,000.00 in start up capital for the new corporation. To date the Calgary Community Housing Development Corporation has received formal support and a funding commitment from the City of Calgary, in addition to the commitment of financial support from the private sector, specifically Enbridge Inc. The business plan calls for the initiation of 175 units of affordable housing in the first three years of operation. Two sites have been identified and initial feasibility studies are already underway in anticipation of approval of the Calgary Community Development Housing Corporation. The creation of this non-profit corporation is a significant initiative to address the increasing demand for affordable housing in Calgary and we look forward to an exciting year ahead!

FINANCIALS

Statement of Operations

Year Ended March 31

	General	Restricted	2006 Total	2005 Total
REVENUES				
Donations and grants	\$ 169,735	\$ 3,685,545	\$ 3,855,280	\$ 3,032,490
Special events (note 7)	369,908	—	369,908	350,317
Housing registry grant	—	—	—	79,126
Interest	31,391	39,091	70,482	36,070
	571,034	3,724,636	4,295,670	3,498,003
OPERATING EXPENSES				
Project disbursements	589,000	3,221,120	3,810,120	2,625,610
Special events (note 7)	413,413	—	413,413	109,681
Housing registry expenses	—	4,554	4,554	7,589
Advertising and promotion	11,107	—	11,107	22,664
	1,013,520	3,225,674	4,239,194	2,764,214
ADMINISTRATION EXPENSES				
Salaries	239,682	217,412	457,094	423,516
Office	105,318	18,543	123,861	114,956
Amortization	7,009	2,648	9,657	14,364
Telephone	6,120	—	6,120	7,461
	358,129	238,603	596,732	560,297
Recovered Land Trust expenses	—	—	—	(1,330)
Total expenses	1,371,649	3,464,277	4,835,926	3,324,511
Excess (Deficiency) of Revenues over Expenses	\$ (800,615)	\$ 260,359	\$ (540,256)	\$ 173,492

Statement of Changes in Net Assets

Year Ended March 31

	Invested in Equipment	General	Restricted	2006 Total	2005 Total
Balance, beginning of year	\$ 20,602	\$ 974,583	\$ 1,325,431	\$ 2,320,616	\$ 2,147,124
Transfers (note 2)	—	472,196	(472,196)	—	—
Purchase of equipment	17,409	(17,409)	—	—	—
Excess (deficiency) of revenues over expenses	(15,780)	(794,757)	270,281	(540,256)	173,492
Balance, end of year	\$ 22,231	\$ 634,613	\$ 1,123,516	\$ 1,780,360	\$ 2,320,616

Statement of Cash Flows

Year Ended March 31

	2006	2005
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ (540,256)	\$ 173,492
Item not affecting cash:		
Amortization	9,657	14,364
Loss on disposal of assets	6,123	—
	(524,476)	187,856
Change in non-cash working capital items		
Accounts receivable	18,247	1,015,460
Accrued interest receivable	(12,877)	(3,837)
Prepaid expenses	2,244	(208)
Accounts payable and accrued liabilities	13,401	14,709
Deferred contributions	427,732	209,626
	(75,729)	1,423,606
CASH FLOWS USED IN INVESTING ACTIVITIES		
Purchase of equipment	(17,409)	(1,550)
Purchase of term deposit	(1,008,159)	—
INCREASE (DECREASE) IN CASH	(1,101,297)	1,422,056
CASH, beginning of year	2,575,353	1,153,297
CASH, end of year	\$ 1,474,056	\$ 2,575,353

BOARD OF DIRECTORS 2005/2006 TERM

Executive

John Currie, CM
Board Chair

Brian O'Leary O.C., CM
Vice Chair

Darcy Verhun
Treasurer

C. Derek Lester
Executive Secretary

Arthur Smith
Chair Emeritus

Robert Baldauf

Tom Collins *Chair*
Planning, Governance
& Ethics Committee

George Coppus

David Cornhill

Stephanie Felesky

Elizabeth Huculak

Bill Kilbourne *Chair*
Fundraising Committee

Sam Kolas

Members

Bonnie Laing *Chair*
Community Action Committee

Barbara Markham

John Martin

Anne Maxwell

David McIlveen *Co-Chair*
Facilities and Accommodation
Committee

Carrie Neilson *Chair*
Aboriginal Standing Committee

Alex Pourbaix

Ruth Ramsden-Wood

Lorraine Royer *Chair*
Government Relations
Committee

Unni Soelberg-Claridge *Chair*
Events Committee

Gerry Thompson

Richard White

Greg Williamson

EX-OFFICIO BOARD MEMBERS 2005/2006 TERM

Bob Coe

Carolyn Goard

Ron MacMillan

Irene Pfeiffer

David Staines

STAFF AND INDIVIDUAL SPONSORS 2005/2006

Particular thanks to our great staff and their individual sponsors.

Sharyn Brown
Province of Alberta

Martina Jileckova
Government of Canada

Terry Roberts
Government of Canada/Corporate Calgary

Trevor De Tro
Government of Canada

Bev Longstaff
City of Calgary/Government of Canada

Kim Searle
Government of Canada

Beatrix Downton
Alberta Real Estate Foundation

Laura MacKinnon *(ret.)*
Government of Canada

Dana Seiffert
Government of Canada

Linda Fry
Government of Canada

Matt MacNeil
Alberta Real Estate Foundation

Rion Sillito *(ret.)*
Government of Canada

Debra Huff
Government of Canada/Corporate Calgary

Linda McLean
Government of Canada

Cliff Storvold
City of Calgary/Government of Canada